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Security Information

1 December 1953

TO: Chairman, CIA Career Service Board

SUBJECT: Policy with Respect to Individual Specialization and Generalization

ASSUMPTION.

1. The existing divergence of viewpoint in respect to administration designation jeopardizes the whole conception and dictates the need for resolution and demonstration in use before proceeding further. Administration and training present the easiest and most logical application of designation, and demonstration in use may or may not provide criteria for other components. Therefore, the proposition here below is to lay a base upon which resolution of the easiest designation alignments can rest as well as to thereby subsequently service the possible extension to "operating" components.

PREMISES.

1. The short and long term interests of the Agency (in varying degrees) are paramount and overriding in respect to individual preference.

2. Due consideration shall be given to individual preference when not incompatible with Agency interests.

3. The functions of the Agency as a whole is to operate in the fields of - -

Intelligence (NE, CD, RR, CI, SI, OO)

Plans (FI, PP, PM)*

The rest of the Agency is supportive thereto i.e., the auxiliary or "Special Staff" function.

Administration (Personnel, Proc and Supply, General Services, Medical, Legal, Security)

Training

Communications

* TSS is an intra-DD/P operation support unit much as CM and Cover.

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a. These supporting functions are technical in nature - as much or more so in most cases as any operating function.

DISCUSSION.

1. The Agency is late in recognizing the factor of expertise or needed continually developed technical proficiency in many of these supporting or special staff functions. It's taken for granted in the doctor, the lawyer, and the communicator.

2. The Agency is late in recognizing that psychologically as well as in terms of real interest, the operator is characteristically and commonly, here and elsewhere, not proficient in these supporting fields.

3. The Agency stops short of fully implementing the conception of accomplishment as a product of two equal efforts, the operation per se in the first place, and support per se. Failure to delineate this leads, of course, to a lost opportunity to disabuse the operators mind of widespread concern as to "administration for administration sake".

a. While occupying equally important functions, support action is always "with but after" the operating responsibility; therefore, the inferred usefulness of the conception of operating staff and special or supporting staff to carry this connotation.

4. Agency disseminations (examples: CIA Notice [REDACTED] and [REDACTED] quoted below) distort the interest of the individual versus the responsibilities of the Director.

a. CIA Notice [REDACTED]

"2.b. Changing Career Designations

"Career Designations shall be subject to continuing review, and there shall be a uniform Agency-wide procedure for changing Career Designations of individuals whose training, personal desire, or experience make such a change appropriate. A request for change in Career Designation may be initiated by any career employee and shall be forwarded by his Career Service Board, with comment, through the Assistant Director (Personnel) to the appropriate Career Service Board for its consideration."

b. It is suggested that this paragraph should read somewhat as follows: (New material underlined)

(1) Career Designations shall be subject to continuing review for the purpose of providing progressive development of general Agency competence and the progressive development of the

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individual to the end that trained and nurtured competence strains toward the top. There shall be a uniform Agency-wide procedure for changing Career Designations of individuals in over-all Agency interest, where the individuals training and experience serve a priority or generalized need and also where an expression of personal desire is compatible under the above-stated broader premise.

(2) A request for change in Career Designation may be initiated by any career employee and shall be forwarded by his Career Service Board with positive or negative endorsement through the Assistant Director (Personnel) to the appropriate Career Service Board for its consideration. The function of the Assistant Director (Personnel) in this case is to act, in effect, for the Agency Career Service Board to guard over-all Agency interest as expressed heretofore.

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d. Regulation [REDACTED]

"4. The CIA Career Service Board

"The CIA Career Service Board supervises the Career Service Program and is responsible for providing advice to the Director on making the Agency a better place in which to work."

"5. Component Career Service Boards

"a. General

"..... These Career Service Boards are responsible for advice to their respective chiefs on making the components better places in which to work."

(1) To "make the Agency (or its components) a better place to work" is the least of the responsibilities of these Boards. This sentence should not stand alone as it does and should be rewritten to show the Agency interest in the first place possibly as shown below: (See reasoning in the proposed rewrite in b. above)

(New material underlined)

The CIA Career Service Board supervises the Career Service Program and is responsible for providing advice to the Director on the progressive development of Agency personnel for future needs, for increasingly better performance and to make the Agency a better place in which to work.

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5. In respect to the operating function the Agency is, of course, the sum total of all such offices. Support is a common concern to each. Responsibility for the development of competent support must rest with the basic technical service office; that is the only place it can come from and that is the only way wherein the Director's demand for increasingly better performance can be effectuated. It necessarily follows that the people who perform support belong professionally to the home-plate technical service headquarters and when transferred to operations to perform in a particular support service are transferred to another administrative jurisdiction. The Designation remains the same and the individual carries it with him.

It is suggested that to operate otherwise is an attempt to manage a hydra headed complex which cannot be grasped and further is closing our eyes to outside common experience, both military and industrial.

RECOMMENDATIONS:

1. Correct the misalignments in previous disseminations as suggested in the Discussion above.
2. Reclassify the work of the Agency to show two functions - operating and support as outlined in Premise 3.
3. Select, at this time, the functions of administration (six parts), training and communications, and professionalize the support function by recognizing that basic policy control of support rests with the technical service concerned and is sent from home-plate, so to speak, to the operating functionaries. Day-to-day administrative control rests with the operating office of assignment. The Designation is to remain that of the support service while the employee performs that service.


Special Assistant, DD/P

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